

OUR MISSION

FAA's mission is to provide the leadership and support necessary to establish and maintain a nation-wide system of airports that safely, efficiently, economically, and environmentally meet the nation's needs to transport people and goods by air; and to foster the use of United States safety and uniform technical standards by airports worldwide.

OUR GOALS

The Goals for the New England Airports Division are derived from the *FAA Flight Plan, 2004 – 2008*. There are four national goals: Increased Safety, Greater Capacity, International Leadership, and Organizational Excellence.

Increased Safety:

Achieve the lowest possible accident rate and constantly improve safety.

- The New England Region will support the nationwide efforts to increase safety through a focus on defining, prioritizing and funding RSA and other safety-related projects, and through a timely and appropriate inspection and certification process.*

Greater Capacity:

Work with local governments and airspace users to provide capacity in the United States airspace system that meets projected demand in an environmentally sound manner.

- The New England region will continue its effort to address capacity improvements from a regional perspective, and will support planning studies, environmental analyses, and capital investments consistent with this perspective.*

Organizational Excellence:

Ensure the success of the FAA's mission through stronger leadership, a better trained workforce, enhanced cost-control measures, and improved decision-making based on reliable data.

- The New England Region will continue to pursue organizational excellence by focusing on customer service, staff empowerment and recognition, management effectiveness, and performance measures linked to strategic goals.*

International Leadership:

Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

- The New England Region will participate in international initiatives consistent with its regional mission.*

OUR BUSINESS PLAN

This Business Plan is the strategic blueprint for how the Airports Division intends to meet its goals. It will be used to develop Performance Measures to assess our team's effectiveness and responsiveness. In sum, the Business Plan is the keystone to what we do and how we do it.

Support the nationwide efforts to increase safety through a focus on defining, prioritizing and funding RSA and other safety-related projects, and through a timely and appropriate inspection and certification process.

AIRPORT CERTIFICATION AND INSPECTIONS

- Coordinate with all Part 139 Airports to insure submission of revised Airport Certification Manuals (ACM) by December 9, 2004 for Class I and June 9, 2005 for Class II, III, and IV Airports.
- Continue to assist Rockland/Knox County, Bar Harbor, Westover, and Augusta Airports as they proceed through the certification process.
- Review submitted ACM's and approve or return for correction within 90 days of receipt.
- Conduct safety inspections at ten (10) GA airports with proposed projects in FY 2006 ACIP.
- Inspect 100% of Part 139 Airports, consistent with national policy

AIRPORT SAFETY AND SECURITY

- Reduce regional FY00 - 03 baseline of 9.5 surface incidents per year to less than 4 in FY-05.
- Attend all RSAT quarterly meetings.
- Provide AIP funding as required for RSAT improvements.
- Attend all runway incursion action team meetings at non-towered airports.
- Support all other runway incursion action team meetings.
- Continue work with States to improve security at G/A Airports.

RUNWAY SAFETY AREA IMPROVEMENTS

- Complete RSA improvement construction projects at Westfield/Barnes Memorial Airport (Runway 2-20) and Boston-Logan (EMAS for Runway 4L-22R) by 9/30/05.
- Update existing long range funding plan for completion of practicable RSA projects at Part 139 Airports by 6/1/05.
- Revalidate the region-wide RSA survey for Part 139 Airports by June 1, 2005, and review current RSA determinations in light of FAA order 5200.9 and AC 5300-13 on the application of EMAS options.
- Assist Sponsors to expedite necessary RSA studies and improvements at all airports in the region, consistent with environmental, financial, design, and other constraints.

AIRFIELD RECONSTRUCTION AND REHABILITATION

- Update as appropriate runway pavement conditions in the 5010 database for general aviation airports in the NPIAS.

- By June 1, 2005, update funding plan to ensure that 93% of runways at airports in the NPIAS are maintained in good or fair condition.
- By June 1, 2005, update funding plan for airfield pavement rehabilitation and reconstruction projects and eligible lighting projects at GA airports.
- Secure AIP funds for state system plan studies to continue pavement maintenance programs.
- Secure approximately \$25.1 million of AIP funds for 14 runway pavement or lighting rehabilitation design or construction projects at:
 - Pawtucket
 - Westerly
 - Berlin
 - Greenville
 - Laconia
 - Meriden
 - Manchester
 - Windsor Locks/Bradley
 - Bar Harbor
 - Maine, New Hampshire, and Vermont

NRA AND OE MANAGEMENT

- Maintain our responsiveness on NRA cases, and provide proponents with the status of the process:
 - Acknowledge receipt of NRA within 10 business days.
 - Agency determination within 45 business days of receipt accurate information.
 - For Notice of Landing Area proposals, agency determination within 180 days of receipt of accurate information.
- Respond to OE cases in 30 calendar days.

Continue efforts to address capacity improvements from a regional perspective, and support planning studies, environmental analyses, and capital investments consistent with this perspective

SYSTEM POLICY AND PROGRAMMING

- Develop and Update the ACIP for 2006-2010
 - Establish ACIP staff responsibilities, coordination process and activity schedule by 11/30/05.
 - Draft ACIP complete by May 2005; submitted to HQ by June 2005.
 - Implement 90% of the FY 2005 ACIP, subject to conditions outside control of FAA
- Establish and monitor PFC Programs.
 - Provide engineering and planning review for PFC applications.
 - Ensure that airports with PFC meet audit requirements.
 - Support new PFC database implementation
- Develop and Manage the FY 2005 AIP

- Process deadlines achieved (see Organizational Excellence goals)
- Obligate 100% of all funds that have been released by OST by August 31st.
- Submit project documentation to OST for AIP discretionary funds within 60 days after the funds are made available to the regions in the SOAR system.
- Issue 95% of grants based on bids, except for projects delayed by issues outside ANE control.
- Develop database to track AIP payments.
- Integrate Master Planning with the Design, Environmental, and AIP Processes
 - Establish the CIP from the AMP financial plan and insure these cost estimates are consistent with recent projects.
 - Ensure financial planning for AMP/ACIP considers PFC options.
 - Enhance AMP scoping to incorporate engineering, financial, and environmental issues.
 - Include updating non-current ALP's in ACIP projects.
 - Insure that environmental requirements for the CIP are incorporated into the AMP Implementation Plan.
 - Address and resolve any standards-related issues.
 - Update NPIAS database within 30 calendar days of AMP approval.

- Assist HQ Team developing revised Order 5100.20 to reflect transition to SOAR and current business practices.

PLANNING AND ENVIRONMENTAL STUDIES

- Complete the technical and policy analysis portion of the New England Region Aviation System Plan study by August 31, 2005.
- Assist in the process to implement Boston-Logan November Taxiway and Centerfield Taxiway, consistent with the ROD.
- Support the ongoing BOS Overflight Study.
- Complete the BDL Master Plan by March 31, 2005.
- Continue environmental analysis of runway extension , RSA and related improvements at Providence, RI.
- Encourage the initiation of a AMPU for MHT.
- Actively participate in airport master plan and environmental study technical committees.
- Apply the principles of the streamlining process to airport environmental studies as appropriate.
- Report FY 2003 noise accomplishments to APP-400.

PRIMARY AIRPORTS (LARGE, MEDIUM, SMALL HUB, NON-HUB)

- Consistent with the FACT report, continue to target AIP funding based on a regional approach to capacity, to complement funding of projects at Boston-Logan International Airport.
- Support airport capacity initiatives to serve regional transportation needs:

- RTAP for OEP airports, for timely implementation of Runway 14/32.
- Runway improvement program at MHT.

❑ Secure approximately \$27.9 million of AIP Funds for facility expansion projects at:

- Augusta
- Boston-Logan
- Providence
- Bar Harbor
- Burlington
- Tweed/New Haven
- Martha’s Vineyard

❑ By August 31, 2005, issue noise compatibility AIP grants that could provide benefits to up to 2,800 residents and students exposed to noise levels of DNL 65dB or higher.

❑ Secure approximately \$29.9 million AIP funding for noise compatibility projects at Boston, Providence, Manchester, Burlington, Portsmouth, Windsor Locks, and Chicopee, MA.

GENERAL AVIATION AND RELIEVER AIRPORTS

❑ Secure approximately \$10.5 million of AIP Funds for facility expansion projects at:

- Bethel
- Caribou
- Chatham
- Danielson
- Laconia
- Newport
- Oxford (CT)
- Plymouth
- Rangeley
- Rochester
- Waterville
- Whitefield

REVENUE AND ACCESS COMPLIANCE

- ❑ Conduct airport revenue and nondiscriminatory access compliance inspections at two airports by August 31, 2005.
- ❑ Conduct land use inspections at two general aviation airports and submit reports to AAS-400 by August 31, 2005.
- ❑ Ensure that annual financial reports are received on schedule.
- ❑ Perform compliance activities in accordance with FAA policy and standards.

Continue to pursue organizational excellence by focusing on customer service, staff empowerment and recognition, management effectiveness, and performance measures linked to strategic goals.

TEAM SUPPORT AND MANAGEMENT

- ❑ Develop and implement a professional development program.
 - Planning Branch Manager will attend CMD or remote courses in Leadership, Management and Conflict Resolution by August 31, 2005.

- Encourage development of an IDP for each staff member and support training opportunities.
- Encourage cross training of ANE-600 staff.

❑ Encourage recognition of staff accomplishments through various formal and informal methods, including the annual employee recognition program, monetary awards and other techniques.

❑ Directly link employee’s performance plans to FAA strategic goals and to our LOB business plans by November 30, 2004.

- Provide staff with a clear and common understanding of performance measures, expectations and priorities.
- Provide regular performance assessments to staff on a quarterly basis.
- Provide ongoing feedback, coaching, and mentoring to staff.
- Continue OSI/SCI process for Core Comp staff.

❑ Enhance communications and coordination within the Division.

- EAS action teams report quarterly on progress to the plans responding to the 2003 survey results.
- Continue “All Hands” meetings.
- Conduct quarterly meetings with Project Managers.

❑ Successfully implement CAS/LDR (subject to HQ/BU negotiations).

❑ Increase EAS scores for management effectiveness and accountability by 5 percent.

- ❑ Prepare an FY 2005 annual report.
 - Identify responsible staff and schedule.
 - Provide input on a quarterly basis.
 - Report outline completed by end of first quarter.

CUSTOMER SERVICE

❑ Assist and participate in the development of a national new customer feedback device.

❑ Formally respond within 30 working days to sponsor’s requests for review or approval of Draft and Final Master Plans and EA’s, and within 45 working days for Airport Layout Plans.

❑ Project payments processed with 10 working days; Final payments processed within 60 working days.

- ❑ Provide timely development and processing of AIP grants.
 - All entitlement projects programmed by 1/31/05, subject to appropriations availability.
 - All projects scoped by March 30th and “Dropouts” reported by April 1st.
 - All complete applications by June 30th.

❑ Expand the use of progress reports and regular scheduled teleconferences with sponsor/consultant team to track complex projects.

❑ Regularly attend State Airport Manager, AAAE Safety, and other conferences as appropriate (staff assignments to be determined).

- ❑ Support FAA/NASAO Initiatives.
- ❑ Maintain responsiveness to citizen’s interest for airport information.

❑ Conduct CIP workshops during visits to 50% of commercial service airports and 25% of general aviation airports.

❑ Regularly update FAA ANE website.

❑ Support AAAE requests for technical assistance under the AAAE/ASOS Program.

❑ Attend Annual Massport ARFF Summit.

GENERAL ADMINISTRATION AND OVERSIGHT

❑ Operate within our authorized Operations budget and within the guidelines of the Continuing Resolution.

❑ Reconciliation of AIP and DELPHI records will be completed monthly so as to balance AIP with DELPHI by August 31, 2005.

❑ Maintain an assertive approach to project management and use FAA/ACC “Best Practices”.

❑ Maintain a reasonable, proactive approach on closeouts, carryovers and inactive projects

- Close out grants (except those in litigation) issued for FY 2001 and prior years at a level consistent with national goals by 8/31/05.
- Carryovers reduced by 5%.
- Identify 90% of known carryover by May 30th.
- Develop monthly carryover report to make preliminary determinations of carryover (January 05 through May 05).
- Take actions to assure that no grants still open on 9/30/04 will have been inactive for 18 months or more on 9/30/05, except for special cases.

❑ Work with Civil Rights Office and airport to achieve DBE requirements

❑ Reorganize and update office files:

- Ensure all project folders have appropriate environmental documentation.
- Inventory all ALP’s and AMP Reports to ensure they are current; maintain records consistent with FAA Order 1350.15C.
- Develop library of As-Built drawings in digital format, subject to hardware availability.
- Organize other office files.

The New England Region will participate in international initiatives consistent with its regional mission

❑ Participate in international safety and certification programs as appropriate and consistent with union contractual conditions.

**FAA
NEW ENGLAND REGION
AIRPORTS DIVISION**



Our Core Values

PROVIDE A POSITIVE WORK ENVIRONMENT

- ➔ Acknowledge team member's contributions and successes.
- ➔ Empower our staff and develop their skills.
- ➔ Maintain mutual respect.

DEVELOP AND MAINTAIN A SAFE, EFFICIENT, AND ENVIRONMENTALLY SENSITIVE AIRPORTS SYSTEM

- ➔ Prioritize and correct airport safety and compliance needs.
- ➔ Maintain our commitment to capacity improvements.
- ➔ Ensure environmental issues are properly addressed.

FUNCTION AS A CUSTOMER SERVICE BUSINESS

- ➔ Improve our responsiveness to the customer.
- ➔ Maintain a planning process that integrates all of our programs and expertise.
- ➔ Maintain effective communications with our customers.